

Message Text

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C O N F I D E N T I A L SECTION 1 OF 2 USNATO 4003

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TAGS: MCAP, NATO, NL

SUBJECT: NATO STUDY OF MILITARY SPECIALIZATION: LOGISTICS

REF: A. USNATO 3485 B. USNATO 3580 C. USNATO 3620 D. USNATO 3780

FOLLOWING IS TEXT OF THE DRAFT LOGISTICS SPECIALIZATION
PAPER FOR CONSIDERATION BY NATO SPECIALIZATION EXECUTIVE WORKING
GROUP ON 4 SEPT 1973. AS PER REFERENCES C. AND D.,
MISSION REQUESTS WASHINGTON GUIDANCE AND ITEMS FOR EXPANSION OF
DRAFT PAPER.

BEGIN QUOTE:

SPECIALIZATION IN LOGISTICS STUDY

SECTION I

GUIDELINES FOR STUDY

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INTRODUCTION

ON JULY 12, 1973 THE DPC COMMISSIONED A STUDY AS PROPOSED
BY THE NETHERLANDS ON SPECIALIZATION IN THE CENTRAL REGION. AS

AGREED IN FOLLOW-ON MEETINGS CONCERNING THE SCOPE AND PROCEDURES FOR THE CONDUCT OF THE SPECIALIZATION STUDY THE US HEREWITH PRESENTS A PAPER ON LOGISTICS SPECIALIZATION FOR THE CONSIDERATION OF THE NATO SPECIALIZATION EXECUTIVE WORKING GROUP AT ITS SEPT 4 MEETING. THE PURPOSE OF THIS PAPER IS TO ENABLE THE PERMANENT REPRESENTATIVES TO DECIDE WHETHER TO ESTABLISH A FOURTH SUB-GROUP TO HANDLE THE LOGISTIC ASPECTS OF THE OVERALL SPECIALIZATION STUDY.

OBJECTIVE

THE OBJECTIVE OF THE PROPOSED LOGISTICS SPECIALIZATION STUDY IS TO PROVIDE THE BASIS FOR DEVELOPING FOR PERMANENT REPRESENTATIVE AND MINISTERIAL CONSIDERATION A GENERAL ASSESSMENT OF THE FEASIBILITY AND DESIRABILITY OF LOGISTICS SPECIALIZATION AND A NUMBER OF SPECIFIC LOGISTIC SPECIALIZATION PROPOSALS.

BACKGROUND

THE LOGISTIC SPECIALIZATION STUDY IS TO BE PERFORMED AS PART OF THE OVERALL NATO STUDY ON SPECIALIZATION OF DEFENSE TASKS IN THE CENTRAL REGION. WHILE NATO HAS OPERATED UNDER THE PRINCIPLE THAT LOGISTICS IS A NATIONAL RESPONSIBILITY, EXCEPTIONS HAVE BEEN MADE WHENEVER IT IS AGREED THAT MUTUAL BENEFITS OUTWEIGH ANY DISADVANTAGES THAT MAY EXIST.

EXAMPLES OF SUCH EXCEPTIONS MADE IN THE PAST CAN BE SEEN IN THE CENTRAL EUROPE PIPELINE SYSTEM (CEPS) WHICH HAS BEEN THE MEANS FOR DEVELOPING AND OPERATING THE NATO PIPELINE SYSTEM TO RECEIVE, STORE AND DISTRIBUTE WAR RESERVES OF VARIOUS CLASSES OF FUELS. THE NATO MAINTENANCE AND SUPPLY ORGANIZATION (NAMS) PROVIDES CENTRALIZED SUPPLY AND MAINTENANCE SUPPORT ON A SELECTIVE BASIS. THE ANNUAL INFRASTRUCTURE PROGRAM, NATO PRODUCTION PROGRAMS FOR HAWK AND SEASPARROW, AND MORE RECENTLY THE EFFORTS OF EUROGROUP WHICH HAS UNDERTAKEN A NUMBER OF ACTIONS TO ENHANCE LOGISTIC COLLABORATION, ARE STILL OTHER EXAMPLES OF COOPERATIVE LOGISTICS IN NATO.

TERMS OF REFERENCE

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THE LOGISTIC SPECIALIZATION STUDY WILL OBSERVE THE TERMS OF REFERENCE FOR THE OVERALL NATO SPECIALIZATION STUDY.

METHOD OF WORK

THE FIRST STEP FOR THE LOGISTICS SPECIALIZATION STUDY GROUP WILL BE TO OBTAIN FROM THE CONCERNED ALLIED NATIONS AND FROM THE NATO MILITARY AUTHORITIES A LIST OF THE SPECIFIC CANDIDATE FUNCTIONS OR AREAS FOR POSSIBLE LOGISTIC SPECIALIZATION ALONG WITH A BRIEF DESCRIPTION OF HOW IT IS ENVISIONED THAT THE SPECIALIZATION WOULD WORK. SPECIALIZATION WOULD INVOLVE THE INDIVIDUAL NATIONS OR PERHAPS GROUPED NATIONS OF THE CENTRAL REGION TAKING RESPONSIBILITY FOR CERTAIN LOGISTIC FUNCTIONS FOR THE BENEFIT OF ALL NATO-COMMITTED

FORCES LOCATED IN DESIGNATED GEOGRAPHIC AREAS.

THE STUDY GROUP WILL NEXT ANALYZE THE CANDIDATE FUNCTIONS BY DEVELOPING A MATRIX WHICH COMPARES THE PROPOSED FUNCTIONS ON ONE HAND WITH THE POSSIBLE SPECIALISTS (E.G. REGIONAL, SUB-REGIONAL OR NATIONAL) ON THE OTHER. THIS COMPARISON WILL DETERMINE THE BENEFITS AND DRAWBACKS ASSOCIATED WITH THE VARIOUS COMBINATIONS OF CANDIDATE FUNCTIONS, THE SPECIALISTS AND THE EXTENT OF SPECIALIZATION (TOTAL OR PARTIAL) TO ACCOMPLISH THESE FUNCTIONS. THE ANALYSIS WILL PROVIDE THE BASIS FOR IDENTIFYING THE HIGH PAYOFF CANDIDATE FUNCTIONS AND THEIR ASSOCIATED SPECIALISTS. THE FINAL STEP WILL BE TO BALANCE THE SPECIALIZATION ACTIVITIES IN A WAY THAT RESULTS IN AN OVERALL BENEFIT TO ALL PARTICIPATING NATIONS. RECOMMENDATIONS FOR ACTION OR FURTHER DETAILED STUDY WOULD THEN ENSUE FROM THE STUDY GROUP.

TIMING

THE LOGISTICS SPECIALIZATION STUDY WILL FOLLOW A SCHEDULE WHICH RESULTS IN A REPORT APPROVED BY THE PERMANENT REPRESENTATIVES TO BE MADE TO THE DECEMBER DPC MINISTERIAL MEETING.

SECTION II

LOGISTIC FUNCTIONS FOR CONSIDERATION

GENERAL

THE FOLLOWING LOGISTIC FUNCTIONS ARE PROPOSED FOR CONSIDERATION
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BY THE LOGISTICS SPECIALIZATION STUDY GROUP. IF PRELIMINARY EXAMINATION OF THE FUNCTIONS INDICATES PROMISE, FURTHER ANALYSIS IN DETAIL SHOULD BE UNDERTAKEN TO DETERMINE WHO THE MOST APPROPRIATE SPECIALIST MIGHT BE, THE EXTENT OR DEGREE OF SPECIALIZATION CONSIDERED FEASIBLE AND THE RESULTS WHICH COULD BE EXPECTED AFTER SPECIALIZATION.

THE STUDY GROUP SHOULD SOLICIT FOR CONSIDERATION, IN ADDITION TO THE FOLLOWING SUGGESTIONS, A MORE COMPREHENSIVE LISTING OF CANDIDATE FUNCTIONS FROM THE NATIONAL AND NATO AUTHORITIES IN THE CENTRAL REGION. THE ADVANTAGES WHICH CERTAIN NATIONS, GROUPS OF NATIONS OR

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NATO AGENCIES MAY HAVE TO OFFER IN PERFORMING SPECIALIZED LOGISTIC FUNCTIONS--WHETHER BECAUSE OF GEOGRAPHIC LOCATION, EXPERIENCE OR INDUSTRIAL OR TECHNOLOGICAL CAPACITY--SHOULD BE TAKEN INTO ACCOUNT. THE OBJECTIVE SHOULD BE THE ELIMINATION, WHERE POSSIBLE, OF UN-NECESSARY DUPLICATION AND AN APPLICATION OF THE EFFICIENCIES OF UNDERTAKING LOGISTIC ACTIVITIES ON A LARGER SCALE.

COMBAT AND COMBAT SUPPORT FUNCTIONS

IN GENERAL, COMBAT AND COMBAT SUPPORT FUNCTIONS ARE NOT AS SUITABLE AS THE SERVICE SUPPORT FUNCTIONS IN PROVIDING CANDIDATES FOR LOGISTIC SPECIALIZATION. IT IS, HOWEVER, POSSIBLE TO IDENTIFY SEVERAL ACTIVITIES IN THE COMBAT FUNCTIONAL AREA WHERE SPECIALIZATION COULD BE

DESIRABLE.

BARRIER AND FORTIFICATION CONSTRUCTION IS ONE OF THE LOGISTIC FUNCTIONS IN THE COMBAT ZONE WHICH APPEARS SUSCEPTIBLE TO SPECIALIZATION BY THE ALLIED HOST NATION IN WHICH CONSTRUCTED. THE BARRIER AND CONSTRUCTION MATERIALS ARE GENERALLY OBTAINED FROM COMMERCIAL SOURCES IN THE LOCAL AREA, SOME REQUIRING LITTLE IN THE WAY OF CONFIDENTIAL

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MILITARY SPECIFICATIONS. THE HOST NATIONS INVOLVED, BECAUSE OF THEIR LOCATION, COULD SPECIALIZE IN THE PROCUREMENT, DELIVERY AND EMPLACEMENT OF BARRIER AND FORTIFICATION MATERIALS. TO THIS END, THE MATERIALS COULD BE STOCK-PILED NEAR INTENDED AREAS OF USE, REDUCING LARGE MOVEMENT REQUIREMENTS IN TIME OF CRISIS.

PETROLEUM DISTRIBUTION IN THE CENTRAL REGION HAS ALREADY BEEN PLANNED FOR WITH A CONSIDERABLE DEGREE OF SPECIALIZATION BY CINCENT. WHEREAS AT PRESENT THIS SPECIALIZED RESPONSIBILITY INVOLVES PLANNING FOR DISTRIBUTION OF BULK PETROLEUM PRODUCTS BY CEPS TO NATO AIRFIELDS AND NATIONAL DEPOTS, IT APPEARS POSSIBLE TO EXTEND CENTRALIZED BULK PETROLEUM DISTRIBUTION PLANNING FURTHER FORWARD INTO THE COMBAT ZONE WHERE THE PRODUCTS COULD BE PROVIDED TO THE USER FORCES. COORDINATION BETWEEN CINCENT AND THE HOST NATIONS COULD PERMIT THE DEVELOPMENT OF ARRANGEMENTS TO MAKE USE OF THE REFINERIES AND OTHER COMM-

ERCIAL BULK PETROLEUM PRODUCTION AND DISTRIBUTION RESOURCES. THIS IN TURN COULD ADD CONSIDERABLE FLEXIBILITY AND ADDITIONAL RELIABILITY TO THE PETROLEUM DISTRIBUTION AND RESUPPLY PLANS.

SERVICE SUPPORT FUNCTIONS

FOLLOWING ARE SOME OF THE NUMEROUS POSSIBILITIES FOR SPECIALIZATION IN THE PROVISION OF SERVICE SUPPORT.

THE RECEIPT AND ONWARD MOVEMENT OF CARGO AND PERSONNEL IS A FIELD WHERE SPECIALIZATION SHOWS PROMISE OF A HIGH PAY-OFF. PORT FACILITIES IN THE HOST NATIONS, ALONG WITH THE PERSONNEL TO OPERATE THEM, AND RAIL, HIGHWAY AND INLAND WATERWAY TRANSPORTATION MEANS OF THE VARIOUS HOST NATONS CAN ALL BE USED TO DELIVER SUPPLIES TO THE COMBAT ZONE UNITS. THE AVAILABILITY OF A NATION'S TRANSPORTATION FACILITIES AND RESOURCES WOULD HAVE TO BE GUARANTEED UPON MOBILIZATION AND COMMITTED TO THE DELIVERY OF SUCH SUPPLIES TO ASSURE MISSION ACCOMPLISHMENT, BUT THIS SHOULD NOT PROVE INSURMOUNTABLE AND CAN BE ACHIEVED BY THE FURTHER DEVELOPMENT OF SUBREGIONAL COMBINED MOVEMENT CENTERS WHICH CAN GIVE THE SUPPLY CONSUMER AN INPUT INTO THE CONTROL OF THE MOVEMENT SYSTEM.

INTRA-THEATER AIR MOVEMENT OF SUPPLIES AND PERSONNEL ARE ASSOCIATED WITH HIGH PRIORITES AND REQUIRE CENTRALIZED CONTROL OVER A LARGER REGION. CERTAIN COUNTRIES COULD AGREE TO CONFIDENTIAL

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PROVIDE INTRA-THEATER AIRLIFT SERVICES FOR OTHER USERS.

THE ENTIRE AREA OF FACILITY CONSTRUCTION AND OPERATIONAL MAINTENANCE LENDS ITSELF TO SPECIALIZATION ON THE PART OF INDIVIDUAL HOST NATIONS. SUPPORT BY HOST NATIONS OF THE REPAIR, MAINTENANCE AND SECURITY OF USER NATION OCCUPIED FACILITIES WOULD MAXIMIZE THE USE OF IN-PLACE LABOR AND ITS LOCAL EXPERTISE. THE SAME SUPPORT COULD BE APPLIED TO THE STORAGE AND MAINTENANCE OF PREPOSITIONED STOCKS AND WAR RESERVE ASSETS; THE MAINTENANCE AND OPERATION OF BASES EARMARKED TO RECEIVE AUGMENTATION FORCES.

MOST GROUND AND AVIATION FUELS ARE COMPATIBLE AMONG THE VARIOUS PIECES OF EQUIPMENT USED BY NATO FORCES. THE GOVERNMENTS OF THE VARIOUS NATO COUNTRIES AND COMMERCIAL ENTERPRISES POSSESS THE NECESSARY PETROLEUM REFINING SYSTEMS SO THAT SEVERAL OF THESE NATIONS COULD ACCEPT THE RESPONSIBILITY FOR PRODUCING AND PROVIDING THE CLASS III AND CLASS III A FUELS NEEDED BY THE COMBAT FORCES -

WITH THE CENTRAL EUROPE PIPELINE SYSTEM PROVIDING MUCH OF THE SPECIALIZED PETROLEUM DISTRIBUTION SERVICES.

THE ABOVE CANDIDATE FUNCTIONS FOR LOGISTIC SPECIALIZATION ARE NOT INTENDED TO BE ALL-INCLUSIVE BUT ARE ILLUSTRATIVE OF WHAT IS POSSIBLE WITH A CONCERTED EFFORT BY ALL CONCERNED. THERE ARE

STILL OTHER AREAS WHICH HAVE PROMSSE IN THIS FIELD, SOME OF WHICH
ARE LISTED BELOW TO PROVIDE A FURTHER APPRECIATION OF THE SPECIALIZA-
TION OPPORTUNITIES IN THE LOGISTICS AREA:

- MEANS FOR PROVIDING UNDERWAY LOGISTIC SUPPORT OF NAVAL
FORCES;

- PORT AND HARBOR CONSTRUCTION, DREDGING AND TOWING;

- CORROSION CONTROL ON AIRCRAFT AND GROUND SUPPORT EQUIPMENT;

- MAINTENANCE OF PRE-POSITIONED EXTERNAL AIRCRAFT FUEL
TANKS; ONE COUNTRY COULD OPERATE A REPAIR FACILITY FOR
MAINTENANCE OF FUEL TANKS.

END QUOTE. RUMSFELD

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